Annotated Bibliography for Diversity and Gender Diversity 2016

DEFENSE EQUAL OPPORTUNITY MANAGEMENT INSTITUTE
DIRECTORATE OF RESEARCH DEVELOPMENT AND STRATEGIC INITIATIVES

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Cook, A., Glass,C.(2014). Do Diversity Reputation Signals Increase Share Value? *Human Resource Development.* **25, 471-491.**

Corporate decision makers are starting to understand the importance of diversity in the workplace. Corporate leaders are encouraged to advance fairness and equality in the workplace. Little research has been conducted on whether or not diversity has translates into progress. Scholars continue to debate the relationship between a firm's efforts and financial performance. Signaling theory suggests different ways in which reputation-based signals will be interpreted by signal receivers. This refers to deliberate efforts to communicate positive information about positive advantage.

Human Resource Development has been a way that organizations pursue diversity. This includes career development, employee training, and organizational development. The growing evidence shows positive reputations translate into a competitive advantage in terms of employee recruiting and retaining employees to build a diverse customer base. Scholars examine the performance impacts of diversity efforts, such as progressive human resource policies, training and career development of underrepresented groups. Wright, Ferris, Hiller, and Krollfound performance returns to a firm's implementation of affirmative action policies. Wang and Scwartz found in 2010 that investors reacted in a positive way to the introduction of lesbians, gays, bisexuals, and transgender. Diversity signals are more likely to be observed by and visible to investors, which makes them more likely to draw out a share price response. This research fills in the gap in the field of analyzing the impact of national diversity awards, which recognize different organizations leading the human resource development efforts. It is expected that diversity reputation signals will positively impact share value, we predict that this effect will be mediated by different factors. The factors include the size of the firm, and previous reciept of a national award. This is more likely to enhance the visibility of the reputation signal to investors. Organizational research suggests that smaller firms will have a smaller visibility than larger firms. Another factor to enhance signal visibility includes signal frequency. The evidence shows that signals may lose strength over time and the early adopters of diversity policies will experience a stronger spike in share price than later adopters. The prediction is that investors' response to the signal is most likely going to be strengthened when multiple awards are received. The industry in which a firm operates will also impact the interpretation of the diversity signal. The suggested association between the importance of diversity signals and high-tech firms is largely a function of the reputation the signal creates and sends to potential recruits. Scholars have also pointed out the importance of the link between diversity signals firms operating in the industry. Proper diversity management is important in service industries that have to capitalize on their diverse personnel before gaining entrance into numerous market segments.
Data was collected from a magazine based on working mothers, another magazine called Black Enterprise and Diversity Inc. The Working Mothers firm awards for the organization that is the best for working mothers. Black Enterprise Magazine awards the organization best for working with Blacks and Diversity Inc. awards the organization for the best diversity. The years ranged

from 2001 to 2010. With the foundation of the event study, only firms are publicly traded during the time of the announcement included in the samples. The firm was not publicly traded for the year prior to the announcement. The estimation of abnormal return would not be possible. The firm would be removed from the staple at this point. The day of the announcement was specifically examined. Then the day of the announcement through five following days of the announcement was specifically examined. The final time period that was looked at specifically was the day of the announcement through the ten day after the announcement. A concern with the event study so the other events occur through the examined time frame and this could cloud the results.

The first and primary hypothesis suggests the positive relationship between reputation signals based on diversity and share price. The second hypothesis suggests a larger firm will experience greater returns. This hypothesis holds in the larger examined window. The fourth hypothesis makes a prediction of firms operating in the service industry will enjoy stronger share price returns than firms operating in the manufacturing industry. This hypothesis is limitedly supported. The final hypothesis suggests that firms operating in high-tech fields will gather a greater share price returns than other firms. This is a result of the diversity award. This hypothesis is supported. The field of human resource development has embraced diversity more over time. Initiatives are a large part of the efforts to maximize the potential of individuals and organizations.

Duncan, P., Herrera, R. (2014). The Relationship between Diversity and the Multidimensional Measure of Leader-Member Exchange (LMX-MDM). *Journal of Management Policy and Practice.* **15, 11-24.**

The literature in the industrial and organizational psychology has been mixed on the relationship between leader-member exchange model and diversity. Diversity management has been proven to reduce absenteeism and turnovers. Diversity also attracts the best workers which increase sales and marketing efforts. Prior research has shown that the workforce will not have enough people to replace everyone. This means that the retirement age will go up and leaders will need to come up with ways that makes it easier to transfer knowledge from older employees to younger employees. The workforce is currently more diverse than it has ever been. The initial research conducted on diversity focused on the negative actions including discrimination and bias. Diversity is all about the cultural norms that help individuals create a more inclusive workplace for the minorities. Collectivism is when the supervisor provides resources for completed tasks that extend beyond the job description and likely to be associated with contribution. This study will address the significance of diversity relating to the Leader-Member Exchange Model. The first hypothesis states the diversity dimension of individualism is positively associated with the leader-member exchange. The second hypothesis states that collectivism is positively associated with the leader-member exchange. The third hypothesis states that gender egalitarianism is positively associated with the leader-member exchange. The results of this study have shown that people in collectivist culture tend to have interdependency among group members. It was unclear from this study whether or not participants preferred a collectivist culture tended select organizations that promote diversity.

Gonzalez, J., Denisi, A. (2009). Cross-level effects of demography and diversity climate on organizational attachment and firm effectiveness. *Journal of Organizational Behavior*. **30, 21–40.**

The population of the United States continues to grow to be more diverse every day. We need to learn how to adjust and use the diversity as a positive effect over a negative effect. Prior research has shown that the innovation and changes being made have beneficial outcomes. The organizational, individual, and societal factors are crucial to the shaping of the effects of diversity. Diversity is the differences of individuals that determine the perception of others. This study chose to focus on gender and race/ethnicity. The compositional approach focuses on the structural properties of a unit. This includes the role of a group demographic diversity. Minority group status often emphasizes a distinct impression compared to the other groups. Minorities also value efforts to promote diversity more than the majority. Employees that are demographically different are less likely to identify with the organization. The first hypothesis states that racial demographic dissimilarity will negatively relate to organizational commitment and identification. The second hypothesis states that categorical demographics will be less attached to the organizational commitment, identification and intention to quit. When social identities make sense in a social context, they become more relevant. Justice is the primary importance in the sense making part of diversity related events at work. Adversity that is perceived is more likely to increase the attentiveness to implications of the other employees. The third hypothesis states that the diversity climate affects the impact of the demographic dissimilarity to other team members in the unit. The fourth hypothesis states that the diversity climate will lessen the impact of categorical demography on organizational commitment, identification and intention to quit. Attachment will not be as high for whites as it is African-Americans or Hispanics. The fifth hypothesis states that categorial demography and diversity climate will work together to moderate the effects of demographic dissimilarity on organization commitment. The effects of dissimilarity will also be greater for African-Americans and Hispanics over whites. Data was collected from the employees in the Southwestern regional chain restaurant. The results showed that the race heterogeneity was associated with lower return on income and a productivity level below average. The two studies that could have shown diverse samples did not report adverse diversity effects. The majority of the race group was Hispanic. Demographics are not directly related with the outcome variables. African-Americans were positively related to commitment and were less likely to quit.

Government-Wide Diversity and Inclusion Strategic Plan. (2011). 1-8.

This order is directed toward the Human Resources departments to develop a strategic focus on diversity and inclusion as a key component. A commitment to diversity and inclusion is important to accomplishing the mission of the Federal government. The budget is the difficult part of this mission because the demand for innovation presents challenges when projecting and trying to meet the goal of the Federal government. A comprehensive strategic plan is necessary to point out what everyone needs to do for this mission to be successful. Another challenging

part of this mission is to sustain the highest level of performance and integrity throughout the recruiting and outreach efforts. The Federal government defines diversity as a collection of individual attributes that help agencies pursue objectives effectively. Inclusion is defined as connecting the culture to each employee. The important segments for this mission include outreach and recruitment.

Hackett, J., Hogg, M. (2014). The diversity paradox: when people who value diversity surround themselves with like-minded others. *Journal of Applied Social Psychology.* **44, 415-422.**

President Obama is an example of diversity. The theory is that if people value living in a diverse community, it will make them more tolerant and accepting of others and their differences. Some of the reasons for group membership include accomplishing goals that cannot be accomplished alone, reduce the fear of death, or because they feel the need to belong. Group identification is effective in reducing self-related uncertainty. People try to reduce feelings of uncertainty about themselves in their social world.

A diversity paradox is an anomaly between society's push for diversity and people's preferences to be like others. The paradox is that the people who value a diverse group may strive to like-minded others who also value diversity. This may create groups from multiple social categories and competing identities. Research on uncertainty says that people prefer to identify with groups that are distinctive. A test of uncertainty was performed on males and females between the ages of 18 and 53. Participants were to do a test about their person values and the values of their community. The key dependent variable was identification with others in their community. The four predictor variables included three measured and one manipulated. The measured variables included values match, subjective importance of diversity, and subjective importance of value similarity. The manipulated variable was feelings of uncertainty. The demographics and backgrounds showed that the majority of participants were Caucasian and the majority had a college education.

Hepburn, S., Simon, R. (2006). *Women's Roles and Statuses the World Over.* **Lexington Books: Lanham, MD.**

American women have been fighting in wars since the Civil War in the 1860s. Women were nurses during the Revolutionary War. In the Civil War women worked as spies and also took over their husband's position if their husband was wounded or killed. Mary Ledwig Hays McCauley took over her husband's cannon after he was wounded. In appreciation of her service the state of Pennsylvania gave Mary Ledwig Hays McCauley a pension of $40 per year. In World War I, women were worked as telephone operators. These women did not receive veteran status or any benefits, despite being sworn in the Army. The former secretary of the Army recruited over 11,000 female yeomen. This helped to relieve the men of their normal duties to be able to fight in World War I. These women were discharged at the end of the war. The female yeomen received an honorable discharge and veteran benefits. In the 1940s, women received permanent status in the military. In the 1980s, different jobs such as non-combat flying, and combat support duties were opened up to women. Women currently make up 15% of military personnel.

Jamieson, K. (1995). *Beyond the Double Bind* **New York, NY: Oxford University Press**

Katheleen Hall Jameison describes the challenges that women face when trying to be successful in the workplace. She also explains the catch-22 that is common for women. Jameison also talks about the traps and restrictions put on women in the workplace. She shares different interviews with women in the workplace. Kathleen Hall Jameison tries to give young women a road map for the corporate world. She also talks about the challenges women face in the military. Early female cadets from WestPoint Military Academy were mocked for their high pitched voices. Squad leaders ordered the women to lower their voices because men had lower voices. Men were seen as the norm for leadership.

Kossek,E., Markel, K., McHugh, P. (2003). Increasing diversity as an HRM change strategy. *Journal of Organizational Change Management.* **16, 328-350.**

A critical issue for Human Resources is integrating women and minorities throughout the organization. When hiring it is important to understand how demographic changes are experienced. The purpose of this study was to assess climate constructs in the following themes: consensus, the degree which group members held common perceptions of diversity climate, and the direction of the perceptions. Positive social climate may not necessarily occur during organizational change. Negative social psychological processes such as subtle discrimination are minimized when minority representation reaches the tipping point.

The first research objective was to identify and develop new measures of constructs reflecting a positive social construction of diversity. The second objective is to examine work groups with higher demographic shifts. The third objective is to examine the proportion of senior women and minorities overtime. The demographic shift typically cascades down the work group. This study brought up issues that are not normally addressed. Members of the two groups with the same composition might not have the same perception of diversity.

The second set of construct focuses on demographic change. Climate is a function of structural aspects of the work context. In order to have a positive climate, members must agree the climate is favorable. The last set identifies important understanding diversity change.

The group level analysis is closer to interpersonal social outcomes. The group indicators are different from the organizational level. The group level members are more likely to show how they see the changes affecting them personally. This can be seen through their attitude. For the second objective, competing arguments could be made that it will affect the climate negatively or positively. The groups with the higher demographic shift would have more social contact and would create a positive direction. For the third objective, evidence suggests the interaction of demography is important to understanding organizational change.

The Human Resource strategies to collect data included an active recruitment of a diverse workforce. A formula was used to measure the five dependent variables. The formula was developed by Bleise and Halverson in 1998. The greatest consensus came from the departments that had equal resources for everyone in the department.

For the second objective, it was found that groups with more women are more likely to implement change and diversity in their department or organization. The belief for this objective was not completely supported by the results of the study.

It is important to find linkage between Human Resources and positive consensus.

McKay, P., Avery, D., Tonidandel, S., Morris, M., Hernandez, M., Hebl, M. (2007). Racial Differences in Employee Retention: Are Diversity Climate Perceptions the Key? *Personnel Pyschology.* **60, 35-62.**

A major organizational problem is employee turnover. One in seven employees leaves their jobs annually. This can become very expensive for companies investing in minorities because the turnover rate is higher for minorities than it is for white employees. There is not a lot of research on why the minorities have a higher turnover rate.

A white female's opinions and views align more with minorities than it does with white men. Many white men feel making the workplace equal is not justified or necessary. Minority females have a tendency to racial issues over gender issues. Diversity climate influences different factors including reactions of employees to changes in the workplace. Organizational commitment and turnover intentions are results of implications for organizational attitudes and turnover intentions. Organizational commitment is the result of how much a person is attached to his or her company. Turnovers are predicted by the tenure and job level of a person.

Diversity climate was assessed by using nine items the managers that addressed the extent which managers perceived that diversity was valued. To assure the validity of the organizational commitment scale, the internet survey included a four-item commitment scale, the nine-item organizational commitment questionnaire, and the five-item Brayfield- Rothe job satisfaction measure.

The white women and Hispanics had a positive direct diversity could have come from the negative suppression effects. The purpose of the study was to racial differences in diversity climate perceptions. The minorities' perceptions were associated with turnover rates.

Miller, L. L. (1998). Feminism and the exclusion of army women from combat. *Gender Issues, 16*(3), 33-64.**

Feminists think they are speaking for all the women in the military when they are only speaking for a minority of women serving in the military. When asked about fighting in combat, some women would rather stick to the status quo. Activists contradict themselves when they talk about women in the military. When referring to sexual harassment women are weak victims but when referring to fighting in combat women are strong warriors.

President's Executive Order's. (2011). *Federal Register.* **76, 52847- 52849.**

Our Country is driven by strength from the people and its commitment to equal opportunity for everyone. This country is strongest when it can draw from the talents of our citizens. President Obama has made a commitment to promoting equal opportunity, diversity and inclusion

throughout the country. Diversity and inclusion is critical for employers but it is especially is important for the federal government as an employer. The federal government is trying to create ea culture that encourages collaboration, teamwork, flexibility and fairness. This will help individuals reach their full potential. President Obama is directing the executive department to develop and implement a more integrated focus on diversity and inclusion as a key component to their human resources.

The Director of the Office of Personnel Management established a Government wide initiative to promote diversity and inclusion. The plan includes identifying appropriate practices to the effectiveness of each agency's hire, promote, retain, and train a diverse and inclusive workforce that is consistent with merit system principles. This plan will also establish a system that allows agencies to report their progress in implementing their diversity and inclusion plans.

Report Details Extra Problems Women Face in Military Careers (2009, October 16). *CNN* **Retrieved from** http://www.cnn.com/2009/LIVING/worklife/10/16/challenge.women.military/

Women in the military face more problems than men in the military. Some of the challenges include balancing work and family, high rates of sexual assault, inadequate female healthcare and less opportunities for advancement. 62% of mothers would work part time if they could. The most common reason for women leaving the military is motherhood. Women have also raised a concern about the lack of accessibility to feminine hygiene products and gender specific prescriptions. Sexual assault is another concern women have with being deployed. 15% of females who have served in Iraq or Afghanistan have tested positive for military sexual trauma. Women have to worry about a lot more things that men do not have to worry about.

Reynolds, D., Rahaman, I., Bradetich, S. (2013). Hotel managers'perceptions of the value of diversity training: an empirical investigation. *International Journal of Contemporary Hospitality Management.* **26, 426-446.**

Diversity helps to enhance the competition and the innovation of an organization. In the US, the rate of minority workers is getting higher everyday which helps increase the diversity in the workplace. There is a lot of literature but not a lot of empirical data on diversity in the workplace. The first hypothesis states that mangers perceive themselves as creating a better work environment after the diversity training. The second hypothesis is managers perceive their peers as creating a better workplace after the diversity training. The third hypothesis is that managers perceive their subordinates as valuing a better workplace following the diversity training. The fourth hypothesis includes managers perceiving the corporate-level employees as valuing a better workplace following the diversity management training. The fifth hypothesis states that ethnic minority managers see diversity training to be more valuable than non-ethnic minority managers see diversity training. The sixth hypothesis states that gender minority managers see diversity train as more valuable than non-gender minority managers.

The survey used in this study was piloted in multiple undergraduate classes at a university in the northwestern part of the United States. The multiple regression analysis showed the hospitality managers see corporate-level employees as contributing significantly to show they deserve their spot in the organization. It was also shown that hospitality managers who work under corporate-

level employees more effective when it comes to using the diversity-management training in the workplace. The results of this study supported the fourth hypothesis. The high turnover rate can explain why hypothesis number three was not supported. The cost of diversity-management training shows that managers must prioritize the recipients of the training. Discrimination in the workplace will stay around for a long time. The groups of people who are being discriminated against will change but the action will stay the same.

Triana, M., Garcia, M. (2009). Valuing diversity: a group-value approach to understanding the importance of organizational efforts to support diversity. *Journal of Organizational Behavior.* **30, 941-957.**

The purpose of this study was to examine employees' perceptions of racial discrimination in the work place. Discrimination has not been empirically researched. Many researchers have recognized this need but not a lot of research has been conducted. No empirical studies have been focused on racial discrimination. This study is being used to investigate how perceived organizational efforts to support diversity can lessen the negative effect of perceived discrimination. The definitions of diversity climate have focused on individuals; this study is focused on general employee perceptions of overall organizational practices. Past research has shown that people who have experienced discrimination is most likely to experience it based on race or gender and more likely to be positively affected by organizational support for diversity. Out of the 76,000 discrimination charges filed with the Equal Employment Opportunity Commission 27,000 cases were race related. Diversity research has shown that perceptions of discriminatory treatment results in negative outcomes.

The study will be using Leventhal's rules for judging the fairness of a situation to explain how experiencing workplace racial discrimination from certain individuals in the organization as a whole with procedural justice. Leventhal's rules include the consistency, bias suppression, accuracy, correct ability, representativeness, and ethicality rules. These rules allow us to examine the conditions under which specific interactions may be deemed as fair or unfair. The group value-model used in this study maintains that procedural justice judgments are based on the individual's perceptions neutrality, trust and standing in the group. Neutrality means that when an employee does not receive a favorable outcome in a particular circumstance. Trust means that whether the employee believes that the intentions of the authority figures in the organization are trustworthy. Standing in the group means the way an employee is treated in their interactions with co-workers. We can use this model because it explains how organizational actions can lead employees to feel more valued by their organizations.

The justice judgment process has been defined as a process that begins with a justice concern being triggered which then causes people to gather information about the situation in order to ultimately make a justice judgment. A justice concern can be triggered through perceived discriminatory treatment. Discriminatory treatment is not consistent across different people because some people are favored over others. The first hypothesis for this study is that perceptions of racial discrimination at work will be negatively related to perceptions of procedural justice at work. Some argue that if an employee does not perceive any racial discrimination at work, then their procedural judgments should not go away. Even when someone feels discrimination from only a few co-workers, it can affect their performance rate on

the job. The second hypothesis is the negative relationship between perceived racial discrimination and procedural justice will be moderated by employees' perceived organizational efforts to support diversity such that this relationship is weaker when employees perceive that organizational efforts to support diversity are present. This hypothesis relies on mediation. Affective commitment is a natural consequence of procedural justice and is relevant within the context of discrimination at work. Employees subject to racial discrimination within the workplace are more likely to experience negative emotions at work. Researchers still have not explored if the negative effect works through procedural justice.

Employed participants were recruited from a large public university. The participants were in Master of Business Administration classes. This university is known for having students that are older than the average college age and most students are employed. To check for a selection bias, an ANOVA was run to test whether participants who did not answer phase 2 differed significantly on variables tested in phase 1. Participants who answered both phases were less likely to report discriminatory treatment. The results showed that there were no significant differences between groups based on race, graduate student status, or gender. Half of the participants were female. The majority of participants were Hispanic. The average age was 29 years old. The university was is located close to the border of the United States and Mexico.\ The study was conducted in two phases. The first phase survey was handed out with postage envelopes addressed to the researcher. This survey was about perceived workplace discrimination, perceptions of organizational effort to support diversity, and demographics. After 15 days, the participants from phase 1 received a second survey in the mail. This survey measured procedural justice, organizational commitment, and OCBOs.

Because this study involved 2 surveys, a confirmatory factor analysis was run to establish validity for the study. The results showed perceived organizational efforts to support diversity were high, perceived workplace racial discrimination had an effect in procedural justice.

Tse, H. (2013). Linking leader-member exchange differentiation to work team performance. *Leadership & Organization Development Journal.* **35**, 710-724.

The importance of understanding the difference of supervisor-subordinate relationships is a big issue that some people do not understand. It is important for the team processes and the outcomes have increased because of this understanding. Prior research has shown that employees are aware of their standing in a set of LMX relationships in their team in the workplace. The way the supervisor acts when differentiating the levels of LMX relationships is crucial to the way the employees will react to the supervisor. The majority of the prior research has only looked at high-quality relationships between employees and their supervisors. The research of this topic in the social context has not yet been looked into thoroughly. The LMX variability was negative on the individual level but positive when related to team conflict. The goal of this study is to show a moderated-mediation model to account for the relationship between team performance and LMX differentiation. This is the first study to theorize how TMX and team affective climate are in different roles to simultaneously work together with the team performance and LMX differentiation. The LMX differentiation happens when team member have different personalities, abilities and needs that require their leaders to adjust the relationships they have with the team members. High-quality TMX relationships are more important social contexts because team members facilitate and exchange information and knowledge. They also learn to

work together as a team. High-TMX characteristics will help the teas to become a better team overall. Prior research has shown that a positive relationship paired with team cohesiveness is positively associated with team performance. When a supervisor shows favoritism it changes the dynamic of the team in a negative way. Team members have the same the mentality that everyone has rights and should be treated the same way. The LMX differentiation does not have as much importance when the affective climate of the team is weak. This study increases the understanding and knowledge of LMX differentiation.